



# Global Deployment Platform



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Hello, my name is Khaled Al Mogharbel. I am the executive vice president of Geographies and let me tell you a bit about my world.

# Global scale and breadth



4 basins with **30** geounits

Expertise in **>120** countries

**>2000** customers

**>98,000** employees

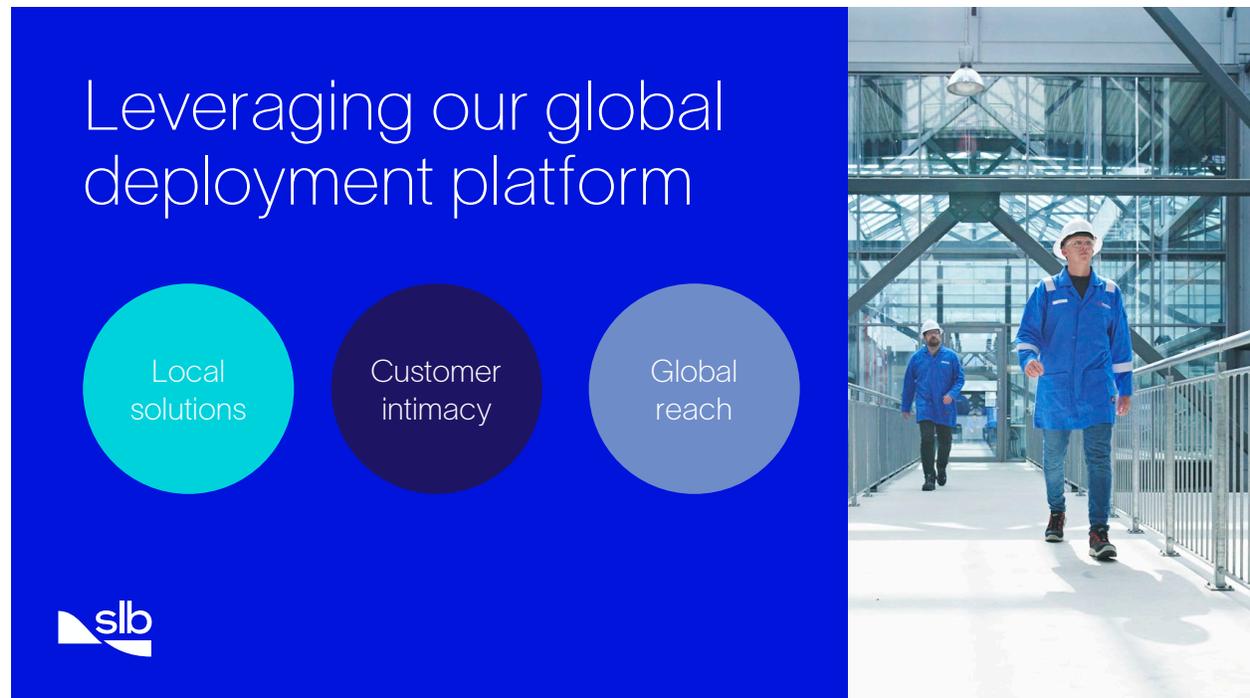
I have the privilege of leading the four Basin organizations that are deployed around a geographical structure that runs across Americas Land, Offshore Atlantic, Middle East and North Africa, and Asia.

You will have a chance, later this afternoon, to meet the four Basin presidents who lead these organizations, and interact with them.

Within these Basins, we subdivide the world into 30 GeoUnits, which are groupings of countries with similar operating characteristics and geographical proximity. We use this as our platform to serve over 120 countries and more than 2000 active customers, with a workforce of greater than 98,000 around the globe

And let me tell you, this is scale and reach in the energy industry unlike any other.

This morning, you heard how we are building our future on three engines of growth. My organization runs across all three and I will explain how we not only respond to today's customer challenges, but will always be relevant in helping meet a changing energy mix.



There are three key attributes I would like you to remember about our geographical organization:

1. First, we use our global might to provide local solutions.
2. Secondly, we have unique customer intimacy, built up over decades of partnership and investment; and
3. The last attribute is our broad and far reach that truly sets us apart

Now let me expand a bit more on each.

Let's start with the first.

# Localized solutions for fit for basin

Microscope HD  
Qatar Northfield



Earlier, from Abdellah, you heard about our fit-for-basin technology solutions within the Core, which brings our global engineering capabilities to local scale. Let me share with you an example of what we mean here.

In the world's largest gas field in Qatar, we developed a custom logging while drilling tool. We call it the "North Field" Microscope tool. It saves Qatar Gas several days of rig time per well. On a project of this scale, this represents \$ tens-of-millions of savings for our customer—who is obviously very happy to share with us.

This type of solution is only possible through applying our unique deep global domain knowledge and deep understanding of the local reservoir challenge.

Localized solutions  
technology access  
in North America

2x  
Market growth

Creating a greater installed base  
Unlocking market potential

slb

Building on our fit-for-basin program, we went one step further. Nearly three years ago, we tasked our North American management team with the challenge of increasing market access well beyond our traditional share. A unique business model was born, which today we refer to as “technology access”.

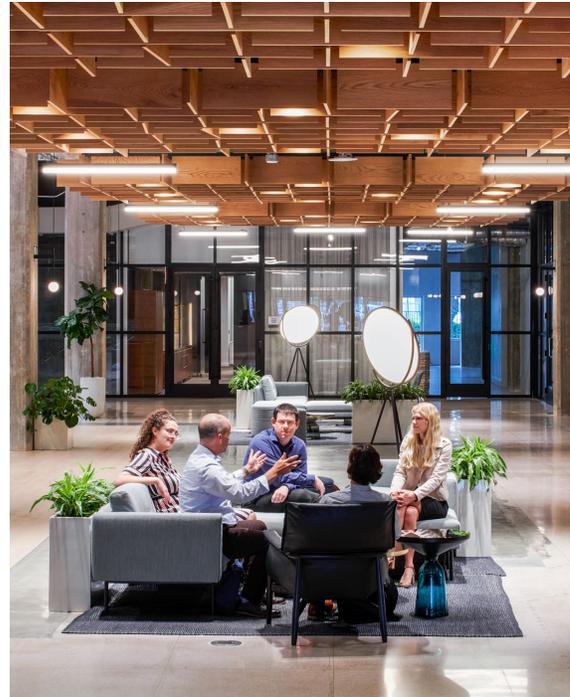
In this model, we monetize our technology advantage by selling or leasing selected technologies to regional service providers, with a license to operate only in their specific markets. Doing this expands our total addressable market and creates an installed base for our solutions.

The best example of this is the provision of our rotary steerable drilling systems to local service contractors in Lower 48 and Canada. This allowed us to grow our market penetration in an untapped market, where the diversity and number of local service providers had been a hurdle to our traditional business model. As a result, the technology access for the directional drilling market has grown steadily over the last three years, and today it’s almost equivalent in size to our traditional service business. In other words, we have doubled our market share in this highly fragmented marketplace. This model has contributed to the fact that our rotary steerable directional drilling solution touches more than one-third of US rigs in any year.

# Customer intimacy

Provide **outstanding** experience.  
Create **in country value**.

- Local workforce
- Local manufacturing
- Local innovation



Let's move to the second attribute: customer intimacy. The geographies team take prominent responsibility for representing the voice of our customer in our organization. Earlier this week, I was at the ADIPEC conference in Abu Dhabi and had the pleasure of meeting many of our customers obviously focused on our Middle East (and Asia) customer base.

What strikes me is the depth of the relationships we have with them. We proudly have their trust and respect.

An example of this is our commitment to the various In Country Value programs of the region. In Country Value—or ICV for short—used to be just about hiring and developing local talents, which we obviously excel at, but today it's far more sophisticated. It's now about energy security, GDP diversification, and supply chain integration.

Consistently, SLB ranks at the top of all these programs—and it's very much by design.

Nobody would be surprised if I talked about manufacturing in the US or China. But what if I said we've been manufacturing for decades in Malaysia, UAE, Saudi Arabia, Brazil, and many other non-traditional manufacturing centers. We have over 63 manufacturing sites, and a robust supply chain network.

Our strategic investments are in the right places. Our customer intimacy unlocks opportunities and generates value. We share in the premium that we generate.

Building on this, customers increasingly look to us to guide them on their digital journey. We can develop digital capabilities across the world, recruiting and developing local engineers, making us digitally native in each country we operate in.

As you heard from Rajeev, a great example of this is the INNOVATION FACTOR deployment, which enables our customers to accelerate adoption of Artificial Intelligence to solve their business challenges.

I could give you numerous examples from the six hubs we currently have but I would like to mention two of them to demonstrate the value creation. In Indonesia, for Pertamina, we developed workflows for reservoir waterflooding which shrinks work cycles from six months down to one. Then in the Middle East with ADNOC, together we have calculated a potential for \$10 billion of value to be unlocked through the joint development of intelligent integrated subsurface modeling.

Impressive examples, but only the tip of the iceberg of our AI and digital capabilities.

Let's cover my last point—reach.



Our history around the world makes us the most trusted energy development partner. Our relationship with host countries is a privileged one. The confidence we convey, the performance we deliver, and the broad reach we have, provide us with unique access to strategic projects and initiatives around the globe.

This capability becomes increasingly important in the new energy landscape, where everything is local and success will be defined by who can successfully deploy technology close to the end user. Each country will define their own path on the transition journey, better known as Nationally Determined Contributions, or NDCs, which sit at the heart of the Paris Agreement.

We are already positioning ourselves as the partner of choice, with examples such as the recently-launched sustainability platform with Aramco demonstrating close alignment with major resource holders and a joint commitment to decarbonization.

We are also connecting with policy makers and regulators to understand the transition programs and to help industrialize and scale new energy solutions.

From France to Colombia to Nevada, in every place we have a presence we are being approached to partner, explore, and develop low-carbon energy solutions. Our operating platform is resilient and has natural adjacencies to the customer base and technology application which can be leveraged across multiple energy sources.

We are very focused on using our amazing global reach to maximum benefit in the coming years.

Let me now invite Carmen, our chief people officer, who represents those at the center of everything we do—our people. The incredible pool of talent whose local expertise and unique capabilities create value for our customers, shareholders, and our communities.

Carmen.... Over to you



Thank you, Khaled. Good afternoon, everyone. It is a pleasure to be in front of you today.

As we have already shown you, we have a bold vision for this company. We have been known—and we will continue to be known—for our innovation and technology. But we should make no mistake: It is the people behind that innovation and technology who truly power our progress, and define who we are.

Our 98,000 employees are our most precious asset, and our commitment to those people, the technology they create, and the performance they deliver has never been stronger.

Our history and culture are built on leadership, science, and innovation.

That defining spirit remains. We are still scientists and innovators; still pioneering. Our aim is to constantly extend the technical limits of our industry, challenging conventional thinking and looking for better ways to get things done. Always leading the way.

It is one of the reasons why we can attract and retain the talent that we do. It is why the best of the best want to work here.

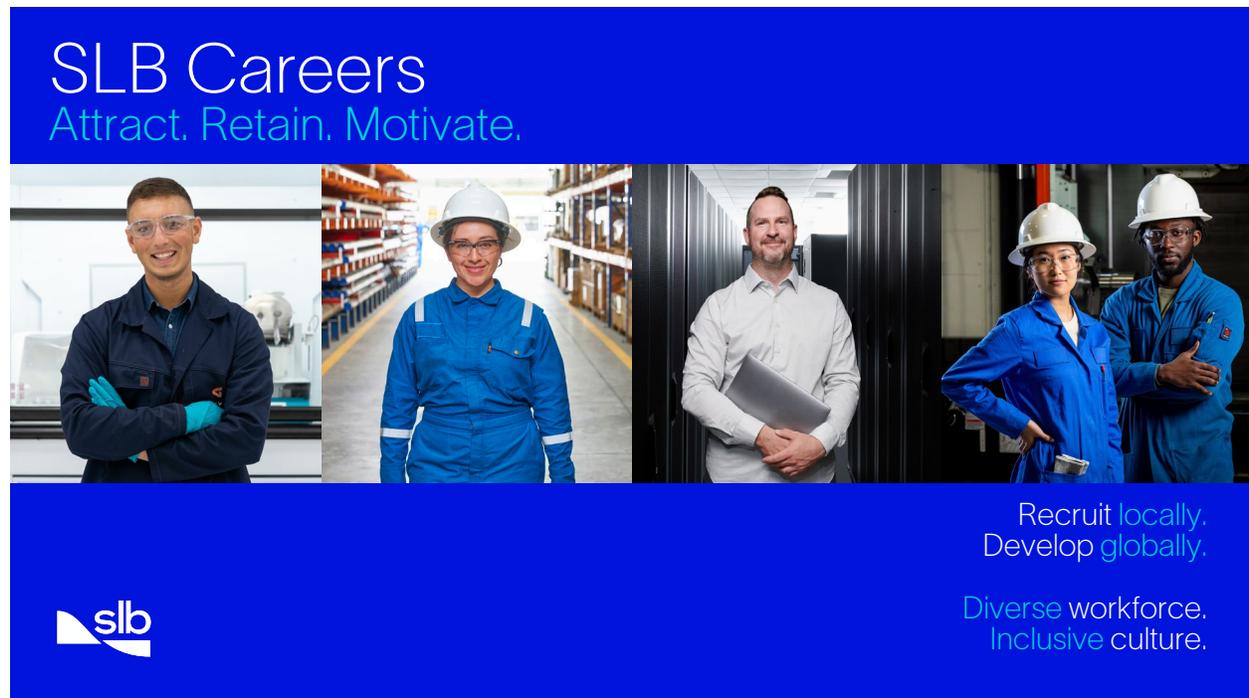
The workforce of SLB has a presence in more than 120 countries, and we represent more than 170 nationalities.

Year to date, we have already recruited people in 83 different countries, from 135 nationalities.

This is a testament to the spread and the strength of the platform we have established through the years and that we continue to leverage.

Our global platform is a great competitive advantage. It allows us to navigate different labor markets, and to tap into sources of talent across the world as needed.

This platform allows us to scale fast. We have recruited more than 10,000 people in 2022, to capture and deliver in the current upcycle.



SLB Careers  
Attract. Retain. Motivate.

Recruit locally.  
Develop globally.

Diverse workforce.  
Inclusive culture.

slb

And, as you have seen, this platform also gives us the power of diversity.

Diversity has always been in our culture; it is who we are.

Recruiting where we work makes us a unique company with global resources and local expertise, able to understand, respect, and work in the culture of our customers.

And over the decades we have expanded our diversity well beyond nationalities.

Today, in SLB, when we talk about diversity, we talk about “nationality”, we talk about “gender”, and we talk about another category that we intentionally call “beyond gender and nationality”.

And at the core of our diversity, there is our culture of inclusion. We all recognize that we cannot have a diverse, successful workforce without having an inclusive culture.

We recruit locally as you have seen, and then we train and develop globally.

We are recognized in our industry for our capabilities to train and develop people continuously. Our four training centers cover our population across the globe and deliver on average 150,000 equivalent training days per year. Again, a clear competitive advantage.

And we know that the decisions on people that we make today, will impact our readiness for the future.

We are intentionally training our workforce, not only to create value as soon as possible, but to be proficient in new domains like digital and new energy. For that, we develop them internally, but we also partner with the best universities around the world. We have just been recognized this year by the University of California at Berkeley, with their prestigious Leader in Lifelong Learning award.

As a global technology leader, we offer an environment of continuous challenge and development alongside the most talented and diverse team of experts in any industry.

This remains the core compelling argument to build a career at SLB.

I am living proof of what I am saying. 21 years in the company. Engineer by background. I have lived and worked in six different countries across four different continents. I have worked in engineering, manufacturing, operations, shared services, and now in HR. How many careers into one!

And now we have strengthened our employee value proposition with our inspiring new identity, with our ambitious goals to decarbonize our activities, our industry and beyond, leveraging our digital capabilities, and our technology and innovation at large.

We know that this speaks volumes to the engagement of our current employees and to the attractiveness of our future talent.

Internally, our yearly survey shows that 2022 has been the best year in terms of employee engagement.

Externally, the number of applications that we have received from people wanting to work for us, has reached a historical high with just over 300,000 applications year to date.

And our people are already telling us how our new brand positioning and our renewed commitment to sustainability are powerful elements of attraction, motivation, and retention. So, we can only expect to see these aspects improved even further going forward.



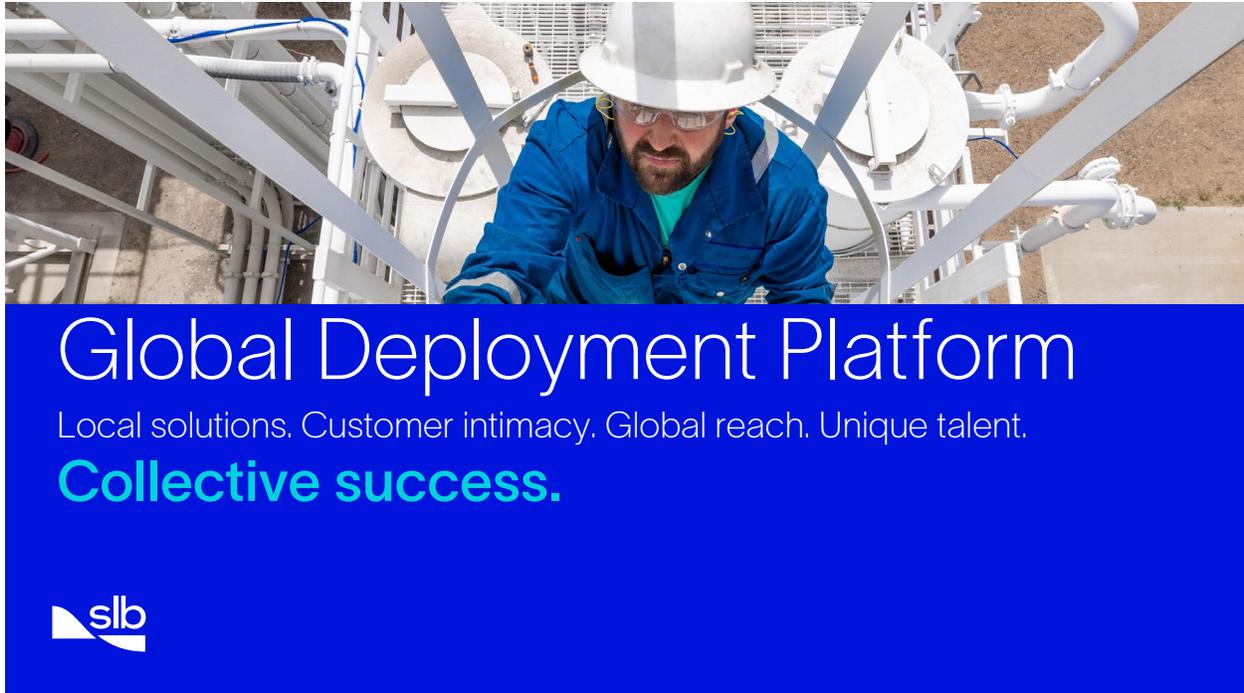
When looking for talent, we search for curiosity and passion. It is this curiosity and passion for exploring that enables us to solve the world's greatest energy challenges. We have done it before. And we will do it again.

Our global platform allows us to scale fast, everywhere.

Our diverse, powerful team is fully ready and committed to deliver. For our customers, for you, our shareholders, and for our planet—with integrity and purpose.

We are ready to go further.

Thank you again for joining us today.



# Global Deployment Platform

Local solutions. Customer intimacy. Global reach. Unique talent.

**Collective success.**



Thank you, Carmen.

With increased focus on energy security, in-country value requirements, and increased regionalization, our geographical organization will continue to uniquely position SLB for growth and returns across all engines—and as Carmen just showed us, we have the best and most talented workforce to do that.

In our GeoPod this afternoon, you will hear more from our Basin presidents Amy, Tarek, Wallace, and James.

I hope during the discussions you will get a deeper appreciation of the competitive advantages we have built through our global for local approach; deep customer intimacy; and unparalleled market reach.

Thank you.